

Operating Summary



There are 29 hotels in operation, but the operating summary includes only hotels in which the Group has an equity interest and were operating in 2016.

	YTD June 2015					YTD June 2016		
	Ownership (%)	Number of Rooms	Occupancy (%)	Average Room Rate (US\$)	RevPAR (US\$)	Occupancy (%)	Average Room Rate (US\$)	RevPAR (US\$)
ASIA								
Mandarin Oriental, Hong Kong	100.0	501	66.9	517	345	63.1	511	322
The Excelsior, Hong Kong	100.0	875	74.8	195	146	70.7	195	138
Mandarin Oriental, Tokyo	100.0	178	78.3	529	414	77.4	590	456
Mandarin Oriental, Jakarta	96.9	272	57.4	197	113	45.1	183	83
Mandarin Oriental, Singapore	50.0	527	77.4	272	211	79.4	270	214
Mandarin Oriental, Bangkok	44.9	368	50.7	354	179	47.4	372	176
Mandarin Oriental, Kuala Lumpur	25.0	632	43.6	174	76	45.2	170	77
EUROPE, MIDDLE EAST AND NORTH AFRICA								
Mandarin Oriental Hyde Park, London	100.0	193	80.3	785	630	74.0	711	526
Mandarin Oriental, Munich	100.0	73	53.6	724	388	63.2	843	532
Mandarin Oriental, Paris	100.0	138	54.8	1,149	629	47.2	976	461
Mandarin Oriental, Geneva	92.6	189	56.1	683	383	54.4	638	347
Hotel Ritz, Madrid ¹	50.0	162	N/A	N/A	N/A	67.9	358	243
THE AMERICAS								
Mandarin Oriental, Boston ²	100.0	148	65.4	611	400	63.3	562	356
Mandarin Oriental, Washington D.C.	80.0	397	62.2	335	209	54.9	330	181
Mandarin Oriental, New York	25.0	244	64.3	884	568	74.0	890	659
Mandarin Oriental, Miami	25.0	326	76.3	426	325	77.2	409	315

¹ Acquired 50% interest on 22nd May 2015.

² Acquired 100% interest on 27th April 2016. The Group has managed the hotel since its opening in 2008.